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# ML 705 Transformative Leadership Theory

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# ML705 ~ Transformative Leadership Theory

Dr. Russell W. West, Professor  
Meeting Time/Location: Fall 2005, Wilmore  
Wed. 2:30-5:15 Room: TBA

**Course Description.** This course enhances the leadership reflexes of missional leaders by exploring the contextual nature and transformative implications of leadership. Using a post-modern approach to teaching and learning, cases studies of leaders are engaged through various media--film, documentary, biography, research and literature.

**Office Hours and Location.** Thursday 9:30-12:30. Call 858-2094. McPheeters Center, Level 3, Room 307. Email: russell\_west@asburyseminary.edu

**Course Objectives/Modules.** At the successful completion of his course, students will be able to:

1. Module One ~ Read Leadership-Needy Situations. Exegete leadership-needy episodes in operational settings and identify leverages that help or hinder the desired transformative effects.
2. Module Two ~ Discern Between Leadership Theories. Select from a range of bibliographic options, leadership theories which are compatible with biblical leadership values and consistent with the possibilities latent with a vibrant Christian spirituality.
3. Module Three ~ Develop Refined Leadership Judgment. Demonstrate how increased theoretical mastery results in refined judgment skills in ambiguous leadership-needy episodes through methodical inquiry.
4. Module Four ~ Apply Judgment in Ministry Operations. Model advanced leadership understanding by identifying operational implications of transformative leadership theory for mission/ministry.
5. Module Five ~ Demonstrate skillful use of theory in the design of ministry leadership development resources that appeal to the whole person.

## For Non-Doctoral Students

- ML705 is designed as a doctoral course. Doctoral learners (PHD/DMS/DMN) are necessarily obligated to develop theoretical and bibliographic mastery while also developing a practical appreciation of course materials. Non-doctoral participants (MA/MDV) who register for the course obligate themselves to do the same, but in a limited way, one which focuses on professional growth.
- The professor will facilitate in-class group discussions in ways sensitive to the particular learning objectives of these two groups. Doctorals may be assigned leadership and mentoring duties for graduates within classroom group structures, e.g., discussion/project groups.

## Assignment Calendar (Checklist)

**Due September 14: Discovering Implicit Leadership Theory ~ "The Matrix" or "Master and Commander."** In preparation for our sessions this semester, you are to select one of the Hartwick Case Studies (available in the book store) as an orientation to thinking theoretically. Review the film of your choice before class, review the Hartwick Case materials, write a one page (single space) analysis of the film, introducing specific applications for transformative leadership in Christian communities of faith. 1-Page. **Value: 5%**

☐ **Due: September 28 ~ First Theory Summary Paper. Value: 20%**

☐ **Due: October 19 ~ Second Theory Summary Paper. Value: 20%**

☐ **Due: November 16 ~ Third Theory Summary Paper. Value: 20%**

The class presentations, each week, are organized around a series of questions significant for the ministry operational setting. Using these questions, you will select a theory from your reading and research that seeks to propose an answer or an intervention. Each theory paper should demonstrate the history of the theory, its major proponents, strengths and weaknesses and a direct application of why it best addresses the phenomenon or question posed by the professors on the questions lit. Write a 800/1000-word single space summary (12 pt type). Final section of the papers should identify metrics which may have been

developed to test the theory, provide an exercise to help practitioners diagnose their communities, websites, bibliography and at least one popular culture text (film, TV, novel, play) where the phenomenon can be experienced narratively. Well-written papers may be selected for web-publishing at Dr. West's leadership education community of practice website called: [www.leadershipavenue.com](http://www.leadershipavenue.com). Note: If you would like to deal with questions not on the professor's list, you may propose these, in writing, during the second week of class.

❑ **Due October 12: Letter to a Toxic Leader.** In preparation for our sessions related to ethics and self-care, you will write a one-page (single spaced) letter to a toxic leader from our world or your personal history. Reflect on their specific leadership episodes, processes, by-products. Begin several paragraphs with either: "If you had only known..." or "Perhaps you knew..."[and complete the phrase with lessons gained in your reading]. Don't overlook lessons from *Leaders, Fools and Imposters*. You will read the paper aloud in class/small group (write with discretion to protect the guilty!). **Value: 10%**

❑ **November 12: Transformative Leadership Philosophy of Leadership on the Line.** Reflecting lessons gleaned from Heifetz' book, write a one-page "command philosophy." A command philosophy, as a term, is borrowed from the military arts—it refers to a document supplied by commanders to inform their charges of the *what*, *whys* and *hows* of their leadership philosophy, vision and ethics. Demonstrate how lessons gleaned from the book, using no less than 25 citations assist or contrast with your philosophy.

❑ **Due November 30: Film Case Study in Transformative Leadership.** Learning from Clemmon's "Movies to Manage By" (recommended book) and using the format of the Hartwick Case Studies (as if you were going to submit your work to them for adoption into their catalog), the class will create a notebook of leadership case studies helpful to ministry leaders. Your "chapter quality" paper must present the film-case, analyze its theoretical orientation, recommend a "Next-Step" learning exercises and a web-based article that supports your theoretical themes. Time permitting, cases will be presented in small groups in class (bring 3-5 minute video clip, 1 question for peers interaction exploring concepts from textbooks). Case analysis MUST CLEARLY REFER to leadership theory, e.g., "This case illustrates LMX theory in a way that help ministry leaders understand its principles, particularly in Northouse text p. 88. Presentation Time: 10 minutes total. Length: 10-12 pages, double-space, 12 pt. **Value: 15%**

❑ **Due: December 8: "Notes and Quotes" Reading Journal** ~ Using the form of a journal, you will write a series of succinct paragraphs that capture "notes and quotes" from the assigned texts (a *text* is a book, articles, film, biography, etc.) for this course. Each text should have at least one paragraph dedicated to the question: What was the author's thesis or purpose for writing the book? How will this book impact my leadership practice in ministry communities? The entire journal will be turned in at the end of the semester, as one section of a course notebook. Assignment should be no longer than seven pages and no fewer than five pages all together (double-spaced). **Value: 20%, 5% per book.**

Texts	Film Cases* (*We will view in/out of class or see clips from this list of films)	
<p>~ <i>Leadership : Theory and Practice</i> by Peter G. Northouse, SAGE, 2001.</p> <p>~ <i>Leadership on the Line: Staying Alive through Dangers of Leading</i> by Heifetz, Ronald A. and Marty Linsky. Harvard Business School, 2002.</p> <p>~ <i>Certain Trumpets : The Call of Leaders</i> by Garry Wills. Touchstone Books, 1995. ISBN: 0684801388</p> <p>~ <i>Leaders, Fools &amp; Imposters: Essays on the Psychology of Leadership</i> by Manfred F.R. Kets De Vries. Jossey Bass Wiley, November 1993. ISBN: 1555425623</p> <p>~ <i>Order One: Hartwick Case Study (Your Choice: Matrix or Master and Commander)</i></p> <p>~Recommended:</p> <p>~ <i>Movies to Manage By: Lessons in Leadership from Great Films</i> by John Clemmens and Melora Wolff. McGraw-Hill/Contemporary Books, September 1999. ASIN: 0809227983</p>	<ul style="list-style-type: none"> <li>• "12 Angry Men"</li> <li>• "A Face in the Crowd"</li> <li>• "A Man for All Seasons "</li> <li>• "Citizen Kane"</li> <li>• "Dead Poet Society"</li> <li>• "Executive Decision"</li> <li>• "Ghandi"</li> <li>• "Glory"</li> <li>• "Henry V"</li> <li>• "Hitler: Rise of Evil"</li> <li>• "Homer's "The Odyssey"</li> <li>• "Inn of the 6th Happiness"</li> <li>• "Hoosiers"</li> <li>• "King Lear"</li> <li>• "Lion King"</li> </ul>	<ul style="list-style-type: none"> <li>• "Lord of the Flies"</li> <li>• "Norma Rae"</li> <li>• "Martha, Inc."</li> <li>• "Orpheus,Real World"</li> <li>• Patch Adams</li> <li>• "Remember, Titans"</li> <li>• "Romero"</li> <li>• "Crouching Tiger, Sleeping Dragon"</li> <li>• "The Great Santini"</li> <li>• "The Road to Freedom"</li> <li>• "Twelve O'Clock High"</li> <li>• "U-571"</li> <li>• "The West Wing"</li> <li>• "Wizard of Oz"</li> </ul>



# Class Sessions and Schedule (Provided on First Day of Class)

Date	Topics	Assignments
Sep	<ul style="list-style-type: none"> <li><i>Module One ~ Discern Between Leadership Theories. Select from a range of bibliographic options, leadership theories compatible with biblical leadership values and consistent with the possibilities latent with a vibrant Christian spirituality.</i></li> </ul>	
7	Topic: Intro., "Questioning Frame of Mind" (What is Theory?)	Watch in Class: "The Edge" Clip, "Executive Decision" Clip
14	Topic: The Complexity Question (Where Does Theory Derive?) Supplement: "The Theory-Building Research Process"	Read Before Class: Chapters 1-3 Northouse: Intro to Approaches Submit in Class: Case Study: Matrix or Master (Implicit Theories) Watch in Class: "Wizard of Oz" Clip, As Time Permits
21	Topic: The Emergence Question (Assignments vs. Exigence as Leadership Selectors)	Read Before Class: Chapters 4, 7, 8 & 12 of Northouse: Traits, Skills, Style Complete Before Class: Leadership Inventories of pages 31, 61, 81 Watch in Class: "Lord of the Flies"
28	Topic: The Contingencies Question (When Situation Leverages)	Read Before Class: Chapters 5, 6 Complete Before Class: Leadership Questionnaires on pages 103, 120 Watch in Class: "The Vernon Johns Story" Clips
Oct	<ul style="list-style-type: none"> <li><i>Module Two ~ Read Leadership-Needy Situations. Exegete leadership-needy episodes in operational settings and identify leverages that help or hinder the desired transformative effects.</i></li> <li><i>Module Four ~ Apply Judgment in Ministry Operations. Model advanced leadership understanding by identifying operational implications of transformative leadership theory for mission/ministry. (Explored through "Clay Jars" Presentations)</i></li> </ul>	
5	Topic: The Transformational Leadership Question (Provocative Habit)	Read Before Class: 8, 9 Complete Before Class: Leadership Inventories on pages 165, 196 Watch in Class: "Glory" Clips,
12	Topic: The Ethics Question (Politics of Influence)	Read Before Class: Northouse, Chapter 11 and 13 Submit in Class: "Letter to Toxic Leader" Watch in Class: "The Doctor" Clips
19	Topic: The Politics of Power Question (Distribution of Leadership)	Read Before Class: Northouse, Chapter 10; "In Praise of Followers" Submit in Class: Nothing Due Watch in Class: "Orpheus in the Real World," Participant Clips
26	Topic: The Trust Question (Social Capital for Leadership)	Read Before Class: Complete Leaders, Fools, Imposters Submit in Class: "Case Study of Transformative Leadership" Presentations Watch in Class: "A Face in the Crowd"
Nov	<ul style="list-style-type: none"> <li><i>Module Three ~ Explorations in Transformational Leadership Module Three ~ Develop Refined Leadership Judgment. Demonstrate how increased theoretical mastery results in refined judgment skills in ambiguous leadership-needy episodes.</i></li> </ul>	
2	Topic: The Revitalization Question (Turn-Around Leadership)	Read Before Class: Submit in Class: 1-Page Case for Leadership on the Line Watch in Class: "Hoosiers" Clips, "The Art of Possibilities" (As Time Permits)
9	Topic: The Commitment Question (Enrolling Actionable People)	Watch Before Class: Watch in Class: "Norma Rae" Clips
16	Topic: The Substitutes Question (Situations that Lead Themselves) Clips from Participants, Case Study Presentations	Read Before Class: "Substitutes for Leadership" Submit in Class: Clips from Participants, Presentations Watch in Class: "Crimson Tide" Clips (As Time Permits)
23	<b>Fall Break ~ Reading Week ~ Happy Thanksgiving!</b>	
30	Topic: The Movemental Question (Following the Exigence to Leadership )	Submit in Class: "Theory-Building Paper" Read Before Class: "Certain Trumpets" Watch Before Class: Ghandi Watch in Class: "Ghandi" Clips
Dec	<ul style="list-style-type: none"> <li><i>Module Five ~ Demonstrate skillful use of theory in the design of ministry leadership development resources appealing to whole person.</i></li> </ul>	
7	Topic: The Self-Transcendence Question (Service as Means to Lead)	Submit in Class: "Reading Journal" Discuss in Class: Your "Book of Choice" Watch in Class: "Entertaining Angels"
14	Make Up Day (During Exam Hour, If Needed)	All Work Due ~ Preferred: No Extensions